
PREFACE

What started as a sprint is turning into a marathon. First there was *Conducting a Successful Capital Campaign*. Then came *Conducting a Successful Fundraising Program*. Now it is *Conducting a Successful Annual Giving Program*. In fact, Jossey-Bass and I have agreed to a series of books, with at least two more to come: one on major gifts and planned giving programs and the other on development services (prospect research, prospect management programs, special events, gift administration, information services, and stewardship and donor recognition).

Because virtually every nonprofit organization conducts an annual giving program, this book holds special importance. The annual fund requires more immediate attention and specialized expertise than many people realize. These can only be gained through active, daily participation in an annual giving program. Fortunately, two of America's foremost annual giving professionals call Indiana University home too. They have agreed to join me in the preparation of *Conducting a Successful Annual Giving Program*, and I am delighted to introduce them.

Carolyn P. Madvig and Jeffrey A. Lindauer are an unlikely pair, especially if you buy first impressions. Carolyn is quiet, always smiling, and pleasant, a behind-the-scenes manager and motivator who comes by her management talents naturally. Her father was in management with a major corporation, and she grew up in a home where managing people and process were topics of frequent discussion. Jeff is living proof that what you see is not always what you get. The odds

of finding him in a coat and tie are about as good as his actually winning money on one of his frequent Las Vegas junkets. He is witty and funny, and irreverent in an innocent way. Jeff loves to perform and does it well; Carolyn will do just about anything to avoid the limelight. Carolyn is a soccer mom. She really is. Her husband is a soccer coach and her son a soccer player. Jeff is a couch potato. He really is. He is also one of the leading authorities on nonprofit telemarketing and direct mail. Jeff began as a student caller at Indiana University and continued with the program, joining the staff after graduation. A decade later he manages a model state-of-the-art program.

They work so well together because both are passionate about their work. Both set the performance bar very high and will accept nothing short of their expectations. Although it does not show, both are extremely competitive. Neither likes to lose, and neither is ever totally satisfied with the results. Both are inquisitive and willing to try new ideas and take risks, albeit calculated risks, and are constantly pushing the envelope.

Both are highly analytical when you talk to them about their program; they may tell you what they think or believe, but they will also tell you what they know. They know because they evaluate and reevaluate, and test, and analyze everything they do. And the respect they have for each other means, among other things, they can disagree while looking for agreement without harm being done to their relationship.

As you read this book, I know you will come to have the same respect, possibly even awe, I have for them. As fundraising enters the twenty-first century, I am pleased to join them to share a new level of comprehensive thought on the most basic and most primary of all fundraising efforts, the annual giving program.

Audience

Conducting a Successful Annual Giving Program is written for two primary audiences. First, it is intended to serve as a constant companion to those who work actively on annual funds in service to the more than 730,000 registered nonprofit organizations in the United States, for the countless others that are not registered, and for friends and colleagues outside the United States who engage in annual fund appeals. Staff, board members, leaders, and volunteers can all benefit from this book. The second intended audience is students. The book is written to serve as a textbook too. One of the aims of this book and its companion pieces, now being produced as part of this Jossey-Bass series, is to serve as an encouragement to the teaching of the subject of fundraising in educational settings across the country.

Overview of the Contents

This book is designed to follow logically and sequentially the path of the annual giving program from the earliest days of planning through the victory celebration at the end of the campaign, and coming back full circle to the beginning of the next year's annual giving program.

Chapter One discusses planning the program and some of the major considerations that affect decisions. Readers will see that everything stems from the demographic profile of the organization and its prospect pool.

Chapter Two follows closely as it discusses market segmentation and the dramatic difference that is made when a nonprofit thoughtfully, systematically, and intelligently deciphers its market and designs appropriate programs using applicable techniques to reach its target audiences. Those who enjoy annual fund success understand that one size does not fit all.

Chapter Three brings to focus the importance of testing results and making adjustments in the program based on what is known rather than what is thought or believed. It precedes four chapters that each in turn discuss the primary techniques used in the annual fund.

Direct mail, the most often used form of solicitation, is the subject of Chapter Four. Design of the outer envelope, solicitation piece, response device, response envelope, and enclosures is covered. The chapter concludes with an evaluation of two direct mail solicitations.

Chapter Five discusses special events used for fundraising purposes. A key is allowing enough time for proper planning and attention to every detail. Checklists are included to aid those using this popular and versatile technique.

Telemarketing is the subject of Chapter Six. The thorough discussion covers planning a calling program, choosing callers, training callers, conducting the calling session itself, and tracking results.

Personal solicitation is covered in Chapter Seven. This thorough chapter discusses researching, rating, and assigning prospects and then walks the reader through the process of preparing for and then making a face-to-face solicitation. It also addresses the importance of ethical behavior and conduct in the field of fundraising.

Chapters Eight and Nine discuss the role of volunteers—board members, key leaders, and the body of volunteers who are the lifeblood of philanthropy. The nuts-and-bolts discussion covers every possible subject.

Chapter Ten addresses promotion, communications, and marketing. The important pieces of literature that sustain the annual fund are covered, as is the need for a communications plan and a marketing program.

Receiving and handling gifts, accounting and reporting to donors, and donor relations and stewardship are the topics of Chapter Eleven, a behind-the-scenes look at these subjects.

The text concludes in Chapter Twelve where celebrating, or saving, the victory is discussed, the need to produce final reports is addressed, and looking to next year's campaign is stressed.

The text concludes at the end of Chapter Twelve, but the book does not end there. Part Two contains the Annual Fund Resource Guide. One of the aims of this book is to provide a visual aid to support each of the major points addressed in the text. This feature, common to the books in this series, not only tells readers how to do things but also shows them how. Too often busy people do not have time to begin a task with a blank piece of paper. They like something to look at to guide them, something that they can quickly and easily adopt or adapt. This is our goal. We hope we reached it.

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Kent E. Dove